MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2016/2017

BPM 2084 – PERFORMANCE MANAGEMENT

(All sections / Groups)

12 OCTOBER 2016
2.30 p.m. - 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of TWO (2) pages with FIVE (5) Questions only.

2. Attempt **FOUR (4)** out of **FIVE (5)** questions. All questions carry equal marks and the distribution of the marks for each question is given.

3. Please write all your answers in the Answer Booklet provided.

QUESTION 1

a) Performance management plays a major role in Human Resource practice in organizations. Define what performance management is and explain any **FIVE (5)** dangers of poorly implemented performance management system to organizations.

(13 marks)

b) Identify and elaborate **SIX (6)** recommended steps for conducting productive performance reviews.

(12 marks)

(Total: 25 marks)

QUESTION 2

a) Strategic planning is a process that involves describing the organization's destination, assessing barriers that stand in the way of that destination, and selecting approaches for moving forward. Critically discuss the environmental analysis step in the creation of a successful strategic plan.

(15 marks)

b) Interpret **THREE (3)** factors that influence determinants of performance.

(10marks)

(Total: 25 marks)

QUESTION 3

a) The two most common approaches in assessing performance are based on results and behavior. Describe **THREE (3)** critical steps in adopting a results approach to measuring performance.

(15 marks)

b) Explain the advantages and disadvantages of completing performance reviews on or around the end of the fiscal year.

(10 marks)

(Total: 25 marks)

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QUESTION 4

a) Many performance management systems are plagued with rater errors. Describe the *similar to me error, contrast error, halo error* and *stereotype error*. Suggest ways to combat these errors.

(15 marks)

b) A large financial services firm is considering implementing a 360-degree feedback system. Please give the firm **FIVE (5)** recommendations on what are the characteristics it should look for in a good 360-feedback system.

(10 marks)

(Total: 25 marks)

QUESTION 5

a) You are rolling out a new employee developmental program, and you are meeting with a manager who does not believe that documenting her employees' performance is a good use of time. Please explain to her why it is important to document employee performance, specifically in relation to achieving developmental goals.

(10 marks)

b) Explain **FIVE (5)** reasons why Contingent pay (CP) plans may not work as intended.

(15 marks)

(Total: 25 marks)

End of Paper